

CONFIDENTIAL

INTELLIGENCE PROCESS COURSE #2-76

12 January - 13 February 1976

Room 912
Chamber of Commerce Building

Intelligence Institute
Office of Training

STAFF

25X1A

 (Training Assistant)

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COURSE OBJECTIVES

Upon completion of the Intelligence Process Course the student will:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the Intelligence Community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

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COURSE METHODS

1. Intelligence specialists from within CIA and from other agencies within the Intelligence Community will give presentations to the class. Assigned reading and motion pictures will be used to prepare students for the presentations or to enlarge on the scope of the presentations.
2. Analysts from CIA and other intelligence agencies will conduct discussions and panels with class participation. Working analysts will use case studies to examine the intelligence process in operation. In presenting these case studies, the analysts will consider tasking, research, analytical techniques, coordination, and methods of presentation.
3. Members of the class will perform a number of exercises that reinforce their understanding of classroom lecture/demonstrations on presentation skills and problems.
4. The class will visit several intelligence facilities in the Washington area to observe collection, processing, analytic, and presentation activities. Attention will be given to examining methodologies developed by components of the Intelligence Community to meet particular collection and analytic needs.

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INTELLIGENCE PROCESS COURSE #2-76
12 January - 13 February 1976

Monday, 12 January

Room 912, C of C

0845-1000

Course Introduction

- Administrative Affairs
- Presentations and Introductions
- Class Members' Profiles and Interest Inventory
- Security Arrangements
- Overview and Requirements

25X1A

1015-1200

U.S. National Security and Foreign Intelligence

Directed Reading:

- Strategic Intelligence for American World Policy, [REDACTED] (Preface, Chapters I, 9, 10, II)

25X1A

- Cloud 9: A Problem in Intelligence Production, [REDACTED]

25X1A

-Perspectives for Intelligence; 1976-1981

1200-1300

LUNCH

1300-1430

Film: Scientific Intelligence in World War II

Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence, based on and including a meshing of requirements, all-source collection, analysis, and appropriate methods of presentation, affects policy decisions.

1440-1600

The Intelligence Cycle

U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts.

25X1A

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Tuesday, 13 January

Room 912, C of C

0830-0930

Film: A Point in Time

This film traces the development of today's overhead reconnaissance systems.

25X1A

0945-1015

Classification and
Compartmentation

A brief review of compartmented clearances, what they mean, when they are applied, and how restrictions can be removed to enable the widest possible exploitation of information.

Chief, Liaison and
Control Group,
Collection Guidance
and Assessments Staff/DDI

25X1A

1025-1100

Briefing as an Intelligence
Activity

Intelligence Training
Branch/Office of Training

25X1A

[redacted] presents an overview and explanation of a briefing exercise to be carried out by each member of the class.

1100-1200

Directed Reading:
-Intelligence for Policy Chiefs,

25X1A

-Uncloaking the CIA,

25X1A

-Scientific and Technical Intelligence
Analysis, [redacted]

25X1A

-The Directorate of Operations

1200-1300

LUNCH

1300-1400

Special Imagery Briefing

25X1A

1415-1530

The Requirements Quandary

The establishment of collection goals and work priorities for both collectors and analysts is one of the most important and frustrating tasks of resource managers throughout the Intelligence Community. During this session the formal and informal structures for determining what to collect will be explored.

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Wednesday, 14 January

Room 912, C of C

0845-1015 Clandestine Sources of Information [REDACTED] 25X1A
Operations Staff/DDO

An overview of the Directorate of Operations with special focus on clandestine collection activities.

1030-1200 Collecting and Reporting from Liaison Sources [REDACTED] 25X1A
Former Agency Official

Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this information is described by an experienced officer.

1200-1300 LUNCH

1300-1430 Directorate of Operations Reporting; Relationship with Production Offices [REDACTED] 25X1A
Chief, Reports, East Asia Division/DDO

The speaker discusses clandestine reports, what they contain, how they can be used. He will discuss the format and caveats that have been developed for DDO reporting. The speaker also explores the importance of close working relations between the DDO desks and the production analysts, and the ways in which this relationship can be mutually beneficial.

1445-1545 Film: Future Shock

Accelerated rates of change present us with heretofore unimagined problems.

25X1A

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Friday, 16 January

Room 912, C of C

25X1A	0845-1000	Directed Reading: -Intelligence Support to the U.S. Salt Delegation, [REDACTED]	
25X1A		[REDACTED] -Multidisciplinary Analysis in the CIA	
25X1A	1000-1130	Introduction to the World of Science and Technology [REDACTED] discusses the implications of science and technology for intelligence analysis and the overall sup- port of his Directorate to the consumers.	25X1A Associate Deputy Director for Science and Technology
	1130-1300	LUNCH	
	1300-1500	The Multidisciplinary Approach to Intelligence Analysis A look at the importance of simultaneously bringing more than one area of expertise to bear on an intelligence problem. The stu- dents will work with the speaker in developing the framework for a multidisciplinary approach to an intelligence question that could only be dealt with satisfactorily if political, economic, scientific, technological, cultural and other considerations were all given proper weight and authoritative judgement.	25X1A Former Agency Official

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25X1A

Monday, 19 January

25X1A

VISITS TO NATIONAL PHOTOGRAPHIC
INTERPRETATION CENTER AND IMAGERY
ANALYSIS SERVICE

0815

Bus Departs for NPIC

0900-1230

Overview of Origin and Productivity
of the NPIC/DDS&T

John Hicks
Director, NPIC

Mr. Hicks' overview will be followed by presentations by selected NPIC units on programs of the NPIC; the work of the imagery analyst/interpreter, collateral support; the interface between the Center and production elements of the Intelligence Community and other consumers; and projections into the near future.

25X1A

1230-1330

LUNCH

1330-1600

Imagery Analysis Presentations
and Tours

DEP. Director, IAS

25X1A

Overview of IAS/DDI responsibilities and productivity; distinctions between the work of NPIC and IAS; programs and products; and analyst to analyst discussions.

1615

Bus Departs for C of C Building

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Tuesday, 20 January

Headquarters

0900-1200

The Analyst at Work in Scientific
Intelligence (OSI)

Room 6F21

25X1A

A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources, tasking, and analytic methodologies are discussed in case study presentations.

1200-1330

LUNCH

1330-1630

The Analyst at Work in Weapons
Intelligence (OWI)

A discussion of the all-source approach to analysis of foreign missile and space activity; case studies of weapons systems.

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Wednesday, 21 January

NSA Operations Building

VISIT TO THE NATIONAL SECURITY AGENCY

*This program at Fort Meade orients
the class to the broad responsibilities
of NSA.*

0730 Bus Departs Headquarters (Main Entrance)
for NSA

0900-0905

~~0830~~

In-Processing and Program
Introductions

0905-1000

~~0845-0930~~

NSA/Central Security Service Mission,
Functions

1010-1110

25X1A ~~XX0940-1100~~

1110-1230

SIGINT

(A look at the future)

ILLEGIB ~~XX1100-1200~~

1230

~~XX1200~~-1300

LUNCH

ILLEGIB ~~1300-1345~~

1300-1400

~~XX1400-1500~~

Tour of DEFSMAC (Defense Space and
Missile Analysis Center)

1410-1600

~~1500-1615~~

Principles and Applications of
Cryptography

1630

Bus Departs NSA for Headquarters

25X1A

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Thursday, 22 January

Room 912, C of C

0845-1000

Directed Reading:

-An Assessment of OCI's
Superstructure, Richard Lehman

-View from the Hot Shop, [REDACTED]
and [REDACTED]

25X1A

25X1A

-The Art of China Watching, [REDACTED]

25X1A

-A Report on Intelligence Alert Memoranda

1015-1200

Behavioral Analysis of World Leaders

25X1A

[REDACTED] discusses the methodology used in producing psychiatric studies of foreign personalities and the utility and limitations of these studies to other analysts in the field.

25X1A

[REDACTED]
Office of Scientific
Intelligence/DDS&T

1200-1300

LUNCH (Optional Film: The Kremlin)

1330-1500

~~Time Dominated Reporting~~

25X1A

~~The speaker explores with the students some of the constraints and frustrations caused when finished intelligence must be produced under short deadlines.~~

~~Chief, East
Europe Branch,
Office of Current
Intelligence/DDI~~

*Cancelled
due to
illness
of speaker*

1515-1600

General Course Review and
Discussion

ITB Staff

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Friday, 23 January

Headquarters

0845-1015 Use of Graphics in Intelligence
Production

Room 1H74

25X1A

[REDACTED] discusses the growing importance and use of graphics in intelligence production and offers a quick look at some future developments.

[REDACTED]
Chief, Visual
Information and
Design Branch, Office
of Geographic and
Cartographic Intelli-
gence/DDI

25X1A

1030-1230 Visit to OGCR's Cartography Division

Room GH08

The class will tour the Division where maps, charts and briefing materials are produced for all of the DDI and DDS&T. They will also see the Agency's unique computer-driven map-making machine.

[REDACTED]
Chief, Cartography Div, OGCR

25X1A

1230-1330 LUNCH

1330-1630 The Analyst at Work in
Current Intelligence (OCI)

Room 7E32

OCI's role as both producer and publisher of national intelligence will be discussed. OCI analysts will discuss their work in producing daily intelligence for the highest levels of government, their contributions to producing National Intelligence Estimates, and their participation in task forces during times of crisis.

[REDACTED]
25X1A

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Monday, 26 January

Room 912, C of C

0900-0945 Principles of Good Agency Writing

25X1A

25X1A

[REDACTED] discusses the importance of clear, concise prose in intelligence reporting and production and outlines the writing requirements of the various Directorates.

[REDACTED]
Intelligence Training
Branch/Office of
Training

1000-1200 Panel of DDI Editors

Working-level editors will discuss their role in intelligence production and the special problems that arise in processing intelligence for final dissemination to the consumer.

1200-1300 LUNCH

25X1A

1300-1630 Strategic Research Exercise

In this first writing exercise, the class will work from a packet of intelligence information reports to produce a short item of finished intelligence using the principles outlined in the morning session.

Tuesday, 27 January

0900-1600 Writing Exercise

For the next two days, the class will work on a longer intelligence report. The class will be split into three groups, each to prepare an assessment from the point of view of a different production office of the prospects for stability in a given country. Production Officers from the three offices will critique these reports from the point of style and approach to the problem during the fourth week of the IPC.

Wednesday, 28 January

Room 912, C of C

0900-1600 Writing Exercise

Continuation and conclusion of two-day writing exercise.

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Thursday, 29 January

Magazine Building

VISIT TO THE OFFICE OF GEOGRAPHIC
AND CARTOGRAPHIC RESEARCH

0830 Bus Departs for Magazine Building

0900-1200 Geography in Intelligence Analysis

The Director of OGCR/DDI discusses geography as an element of national power, geographic research in CIA, and the role of cartography in the analysis and presentation of intelligence.

Other presentations will give particular attention to OGCR's Atlas program, Intelligence Mapping program, Law of the Sea support, and Environmental Analysis Staff.

1200-1300 LUNCH

1315 Bus Departs for C of C Building

1330-1630 Guidelines for Oral Presentation
in Intelligence

These two experienced individuals present guidelines for effective intelligence briefing, including the use of graphic aids. They present some practical demonstrations.

25X1A

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Friday, 30 January

Headquarters

0900-1200

The Analyst at Work in
Economic Research (OER)

Room 4F31

25X1A

The overall responsibilities and productivity of the Office of Economic Research; several economic case studies illustrate the type of finished intelligence production in OER and the research strategies employed.

1200-1330

LUNCH

1330-1630

The Analyst at Work in Political
Research (OPR)

Overview of the Office of Political Research and a discussion of political research and reporting. Several key OPR analysts will discuss their research projects and the analytical methods they employ.

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Monday, 2 February

Room 912, C of C

0900-1100 Briefing Preparation

This time is provided for the students to prepare for the first briefing exercise which follows.

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1100-1230 Briefing Exercise

The students will present 6-to-7-minute briefings which will be videotaped for later playback and critique.

1230-1330 LUNCH

1330-1600 Briefing Exercise (Conclusion)

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Tuesday, 3 FebruaryHeadquarters

0830-1030 Tour of Printing Plant

Printing Services
Division Bldg.

VISIT TO CENTRAL REFERENCE SERVICE

25X1A	1045-1130	Overview of CRS	[REDACTED] Deputy Director, CRS/DDI	<u>1E78</u>
25X1A	1130-1215	Project SAFE and its Impact on the Analyst	[REDACTED] Chief, Systems Analysis Staff	<u>1E78</u>
	1215-1315	LUNCH		
25X1A	1315-1330	Biographic Program	[REDACTED] Program Coordinator, Information Services Group	<u>1E78</u>
25X1A	1330-1345	AEGIS Program	[REDACTED] Information Services Group	<u>1E78</u>
	1345-1430	Information Services Group Division Briefings		
		USSR	[REDACTED]	<u>1H46</u>
		FEPAC		<u>1H18</u>
		EUR		<u>1G81</u>
		NEA		<u>1G26</u>
		WH		<u>1H39</u>
	1430-1445	BREAK		
25X1A	1445-1530	Pictorial Services	[REDACTED] Chief, Pictorial Services Branch	<u>1E78</u>
25X1A	1530-1630	Document Services/ External Data Base	[REDACTED] Chief, Document Services Branch	<u>1E78</u>
25X1A			[REDACTED] CIA Librarian	

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Wednesday, 4 February

Anacostia, Bldg. T-5

VISIT TO DEFENSE INTELLIGENCE SCHOOL

0815 Bus Departs for DIS
0800-0910 Welcome by the Commandant, DIS
0910-1015 Missions and Functions of the
Defense Intelligence Agency
1020-1130 Defense Attaché Briefing
1130-1230 LUNCH
1230-1300 Missions and Functions of Army Intellig
1300-1330 Missions and Functions of Navy Intellig
1340-1410 Missions and Functions of Air Force Int
1410-1440 Missions and Functions of Marine Corps
1450-1600 DIA Support to MBFR
1615 Bus Departs for C of C Building

25X1A

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Thursday, 5 February

Headquarters

0900-1200

The Analyst at Work in
Strategic Research (OSR)

Room 3G02

25X1A

An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence Officers, and others; case studies of selected research and reporting are discussed as to content and methodologies employed.

1200-1300

LUNCH

1300-1600

Office of Joint Computer Services

OJCS presents a "state of the art" review of the use of computers by intelligence analysts today, including an overview of computer applications available within or through the Agency.

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Room 912, C of C

Friday, 6 February

0830-1000 Review of Writing Exercise

Production Officers from three different DDI production offices will critique the joint papers prepared by the students during the second writing exercise. Their emphasis will be on style and presentation--the treatment of the material rather than the substantive content.

1015-1200 Video Playback of Student Briefings

The briefings presented by each student on Tuesday will be played back and individually critiqued.

1200-1300 LUNCH

1300-1600 Video Playback (continued)

Monday, 9 February

0900-1100 Briefing Preparation

This time is set aside for the students to prepare their second short briefing.

1100-1200 Final Briefing Exercise

Each student presents a short briefing which will be followed immediately by individual and group critiques.

1200-1330 LUNCH

1330-1600 Briefing Exercise (Conclusion)

25X1A

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Tuesday, 10 February

Headquarters

0845-1015 The National Intelligence
Officer (NIO)

Room 7E62

25X1A

Two NIO's will discuss their responsibilities and activities as senior substantive intelligence officers.

1030-1200 Intelligence for the President

[REDACTED] discusses the preparation and presentation of intelligence to the President on a daily basis.

1200-1315 LUNCH

1315-1445 Congress as Intelligence Consumer

[REDACTED] discusses Congressional use of finished intelligence and the evolving Congressional view of the importance of sound intelligence.

1500-1600 Visit to CIA Operations Center

The Agency's 24-hour control center, the Operations Center alerts Agency officials to critical events and is CIA's after hours contact point to the Intelligence Community and the White House.

D.

Center

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Wednesday, 11 February

0830-1000 Career Training Program CTP Office

This time is set aside for CTP administrative purposes prior to the CTs going on to their interim assignments.

1000-1130 The State Department as an Intelligence Consumer Room 912, C of C

An INR desk analyst discusses the State Department's relation to national intelligence and how this in turn relates to departmental policy support.

Melvin Goodman
Bureau of Intelligence and Research, Department of State

1145 Bus Departs Chamber of Commerce for the Pentagon

1215-1330 LUNCH

1330-1500 Tour of the National Military Intelligence Command Center

 25X1A
(Escort)

~~The NMIC provides around the clock support to the Joint Chiefs and the Secretary of Defense on all operational matters affecting the armed forces. The Washington command of the "Hot Line" is located in the Center.~~

The NMIC is DIA's Current Intelligence production shop charged specifically with supporting the National Military Command Center on a 24-hour a day basis.

~~1515~~ 1600 Bus Departs Pentagon for C of C Building

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Thursday, 12 February

0815

~~0830~~

Bus Departs for Capitol Hill

0900-1200

Briefings on Congressional Use
of Finished Intelligence

~~Speakers to be Announced~~

William Phillips

Staff, House Commerce Comm.

1200-1330

LUNCH

1330

Bus Departs Capitol Hill for
the White House

1400-1530

The White House Situation Room

*A senior member of the staff
will discuss the operation of
the Situation Room and how it
handles intelligence support
for the President.*

Sally Botsai

Dep. Chief, WHSR

1545

Bus Departs for C of C Building

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Friday, 13 February

Room 912, C of C

0900-1030	Intelligence Analysis in "Crisis" Management		
25X1A	<i>[REDACTED] discusses intelligence analysis in crisis management and describes current and future systems for alerting and warning.</i>	<i>[REDACTED] Intelligence Community Staff</i>	25X1A
1030-1130	Course Summary	<u>ITB Staff</u>	
1130-1330	DUTCH TREAT LUNCH		
1400-1530	The Directorate of Intelligence		
25X1A	<i>[REDACTED] will provide some perspective on the issues and problems which currently confront the Directorate of Intelligence.</i>	<i>[REDACTED] Deputy Director, OCI/DDI</i>	25X1A
1530-1615	Course Evaluations and Closing Administrative Matters	<u>ITB Staff</u>	

25X1A

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(When Filled In)

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(When Filled In)

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SECRET

Intelligence Process Course -- Evaluation Form

Name _____ (Optional)

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory

1	2	3	4	5	6	7

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Intelligence Process Course -- Evaluation Form

Name



(Optional)

STATINTL

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

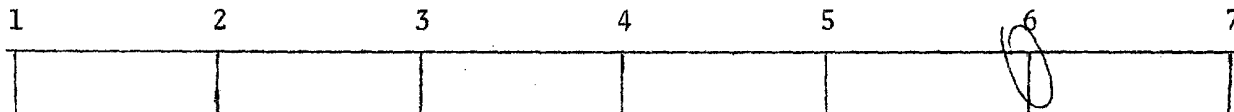
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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

STATINTL Two examples of effective presentations were those by [redacted] and the DOD briefing. Both of these briefings related their activities and functions in an interesting manner, very relevantly, to the Agency as a whole.

STATINTL [redacted] was especially fascinating in terms of his psychological analyses or biographic sketches of key international personalities and how the data presented was initially gathered.

3. Identify the least effective presentations, visits or exercises and explain why.

~~The~~ The least effective presentations involved those that were overly technical in nature, i.e. OWI and OSI ~~and those~~ ^{and those} briefings at the DIS where all of the military branches ~~had~~ ^{had} to be represented. ~~and the~~ On the first point, people in the class with non-technical backgrounds had a most difficult time following purely substantive technical briefings. A more useful approach would have been to simply present an overview of the ~~components~~ ^{functions} of these components and how they related to the Agency as a whole. The military-oriented briefings with their " ~~presentations~~ " ^{presentations}

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

"wiring diagrams" and their Marine or Army point of view proved to be uninteresting, uninforming, and quite useless in terms of relating military intelligence gathering to the Agency.

✓ The general focus and balance of the course were good though the last week was rather sparse ~~with~~ with respect to presentations.

A [redacted] field trip would have proved, I would think, most useful and might have helped to fill this void (though I am aware of budgetary restrictions).

25X1A

Intelligence Process Course -- Evaluation Form

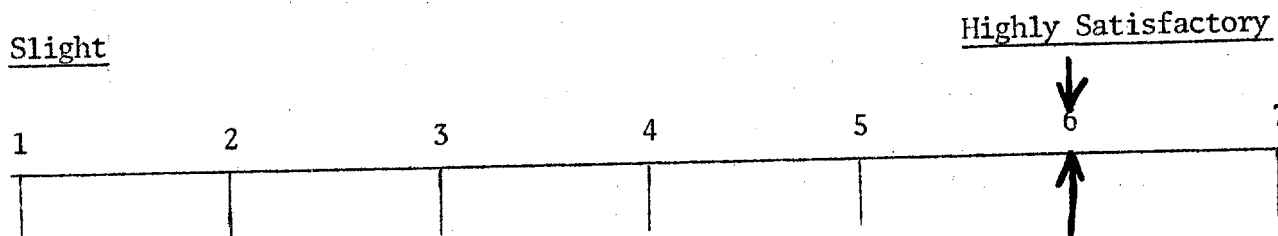
Name [REDACTED] (Optional) STATINTL

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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

Collecting and Reporting from Liason Sources

Visit to [REDACTED]

Intelligence for the President

WHSR Visit

These were personally valuable as I learned things I would normally not have picked up for some time.

3. Identify the least effective presentations, visits or exercises and explain why.

Classification & Compartmentation

Multidisciplinary Approach to Intelligence Analysis

Visit to NSA

Tour of NMCC

These were ineffective and need to concentrate on the interest of the audience or the method of presentation. Valuable subjects which must be improved.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

I think S&T Analysis was not covered in enough depth - as a result most S&T briefings were not accepted or appreciated by audience. Some emphasis must be placed on importance of S&T and some of the basic tools, principles and language - course is too OCI oriented! A broad overview of collection systems, uses and advantages would definitely help.

Intelligence Process Course -- Evaluation Form

Name [REDACTED] (Optional) STATINTL

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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

<u>Slight</u>					<u>Highly Satisfactory</u>	
1	2	3	4	5	6	7

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

NIO - speakers were informed and articulate.

OCI, OPR, OER, and OGCR briefings were also very informative.

3. Identify the least effective presentations, visits or exercises and explain why.

Pratt, Service Bldg: presentation was tedious. Is it necessary for an analyst to know how a printing press functions in order to write a good report?

Writing and Briefing Exercises. One cannot learn writing or speaking style over a four day period. These exercises were conducted in grammar school fashion. The Pentagon speakers were especially poor.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

A major defect of course was the frequency with which scheduled speakers failed to appear. When a speaker fails to appear, one doubts how importantly this course is viewed by the hierarchy in the Agency. The trip to Capitol Hill was a disappointment. Could not a single Senator or Representative be induced to appear? It was certainly no thrill to be briefed by a member of someone's staff.

Intelligence Process Course -- Evaluation Form

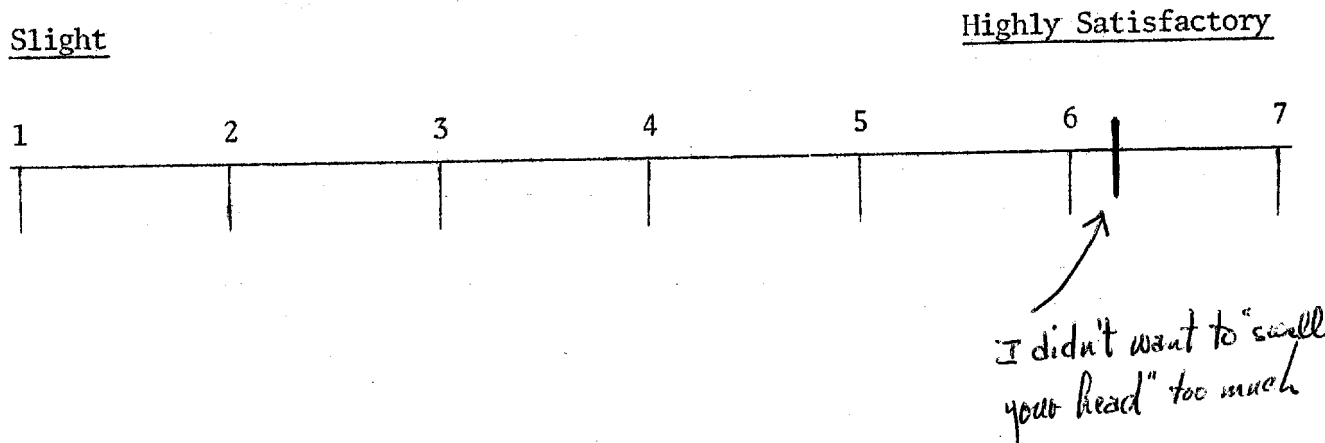
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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

OCI analysts presentations
IAS briefing by [REDACTED]

STATINTL

Crisis Management by [REDACTED]

STATINTL

Sit Room (WH) briefing by Sally Botsai (primarily because she is pretty)

3. Identify the least effective presentations, visits or exercises and explain why.

Did not go to DIS however NMIC was probably good example of typical military presentation. Just the military way, so can't really criticize. Some speakers not effective, but individual rather than briefing content criticism. Multidisciplinary Approach interesting subject, but [REDACTED]?? Not what he said as much as the way he said it. ~~I really think~~

STATINTL

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

STATINTL

Talked with [REDACTED] concerning my personal feelings about course being designed for non-CT's with not more than 1 yr. Agency experience. Much of course repetition of Information Systems course and EOD course. Not fault of course instructors but of office training officers in selecting people. Still felt I picked up useful info. Being photo oriented would like to see better briefing by CGAS on staff interface with analysts. Also SR-71 film on "Blackbirds ARE Flying". May be too much emphasis on

Intelligence Process Course -- Evaluation Form
STATINTL

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<u>Slight</u>	<u>Highly Satisfactory</u>					
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<div style="border-top: 1px solid black; height: 20px; position: relative;"><div style="position: absolute; left: 0; top: -10px;">1</div><div style="position: absolute; left: 16.6%; top: -10px;">2</div><div style="position: absolute; left: 33.3%; top: -10px;">3</div><div style="position: absolute; left: 50%; top: -10px;">4</div><div style="position: absolute; left: 66.6%; top: -10px;">5</div><div style="position: absolute; left: 83.3%; top: -10px;">6</div><div style="position: absolute; left: 100%; top: -10px;">7</div></div>						

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

- DCD presentation was not exciting, but it covered its subject well. The one-on-one briefings were useful.
- DDS+T was generally good. Aside from lapses into cosmic jargon, it made the arcane understandable.

3. Identify the least effective presentations, visits or exercises and explain why.

- The classification briefing -- should have used illustrations.
- The priority plant tour -- too much overlap.
- DIS -- might better discuss strengths, weaknesses of DIA & service groups, rather than organization.
- Writing exercise: good, but should emphasize organization and policy thrust of writing before the exercise.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Generally well balanced. It provided a solid feel for what the community is doing. However, although the course has covered what the community does and how it does it, it has not provided a cogent overview of the intelligence processes' strengths & weaknesses. Individual presentations did touch on this to varying degrees, but not in a consistent way. On the whole, however, the IPC approach has

Intelligence Process Course -- Evaluation Form

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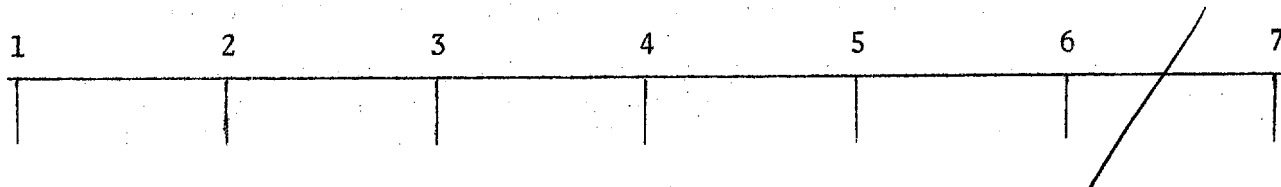
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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

Most of "show + tell" type presentations quite valuable in providing good insight to what various offices do & how they go about doing it. OCI briefings by analysts quite useful.

3. Identify the least effective presentations, visits or exercises and explain why.

- OSI - seemed to be only NED's presentation rather than PSTD + LSD
- DIA - Army, Navy, AF, Marine briefings lacking
- Printing Service tour - could be accomplished with 1/2 hour films.
- CGAS briefing a little weak

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Course very good and well balanced for the wide scope of presentation. A little more insight into INR might be helpful.

Index

Intelligence Process Course -- Evaluation Form

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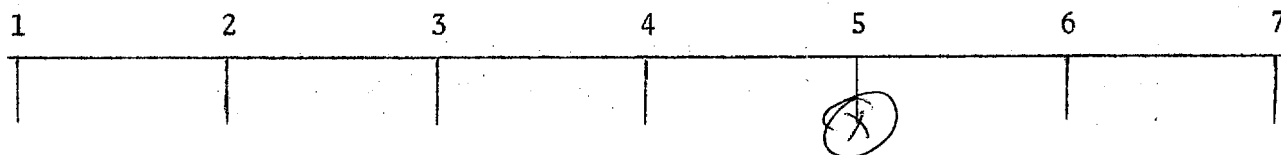
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Slight

Highly Satisfactory



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

[redacted] - didn't pull any punches - good presentation
DCA presentation useful, all OOC presentations needed more openness,
[redacted] - excellent! good subject, very well presented
Future Shock - excellent
OCI analysts - generally good, Task Force speaker needed more background info., perhaps - broader focus.

STATINTL

STATINTL

3. Identify the least effective presentations, visits or exercises and explain why.

STATINTL

STATINTL

[redacted] - talked on points not well thought out in terms of changing juncture of intelligence analysis/policy
Briefing - perhaps one instead of two
[redacted] - didn't seem to focus on properly answering questions

NSA - needs focus on our requirements
NMIC - needs focus. Briefings were above our level of experience generally
- perhaps less time on OBCR
IAS - more focus needed, one on one w/rd analysts not really necessary

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Overall I came away with very positive impressions of the course. There was good overall scope of subject matter + depth. One possible change I would recommend would be a one on one analysis of the videotaped briefing instead of the whole class. I'm not hesitant to see myself on tape before the class but it would be more productive from the point of personal critique by

STATINTL

[redacted]
On the writing exercise it would be useful to direct the focus a bit more specifically - i.e. the OCI group did not know it was to write an NIK article, therefore use of summary was found totally worthless + time wasted.

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(6) +

* 2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

Briefing / Oral Presentations
Visit to OSI / Analyst at Work
Principles of Good Writing
Panel of DDI Editors
Writing Exercise - Capitol
~~White House~~ - DIS - NMIC

STATSPEC

STATINTL

Visits: White House
Requirements Quarterly from Liaison Sources
Collecting and Reporting from Liaison Sources

All of the ~~other~~ presentations listed here are per se interesting.
to my work. I heard many helpful aids which will be useful in my work.

3. Identify the least effective presentations, visits or exercises and explain why.

OGCR ~~Geography and Intelligence Analysis~~
OJCS

Missions & Functions of Army & Marine Corp.

IAS

These presentations were dull. They did not arouse my interest.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Too much time was spent on the printing plant tour. One hour would have been sufficient. There was quite a bit of overlapping between OGCR and Graphics.

* Because of my work/interest in the intelligence process, the course was most informative and I highly recommend it.

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A horizontal line with vertical tick marks at positions 1 through 7. A circle containing the number '6' is drawn above the tick mark for '6', with an arrow pointing to the right towards the tick mark for '7'.

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Intelligence Process Course -- Evaluation Form

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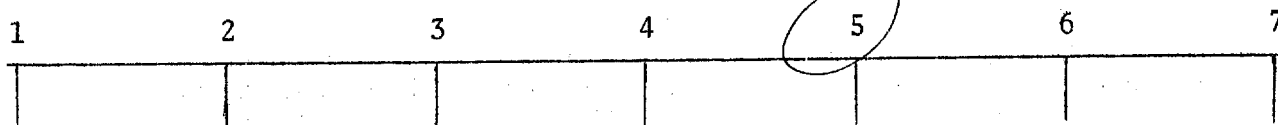
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Slight

Highly Satisfactory



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

writing exercise was OK, - in fact it was good for what it was designed to do. All of the films were excellent. MIO's WHRS, were excellent, so were - [REDACTED] OVER, NPIC, & (AS).

STATINTL

3. Identify the least effective presentations, visits or exercises and explain why.

Many of the visits seemed to be a waste of time on the surface. Trips to DIS, NSA, NMCC, did not seem to be very productive at first glance, but perhaps they served to put those Agencies in proper perspective. After all, these Agencies cannot help it if they are boring and unimaginative by nature. The course seemed to have too much of an OCI slant - [REDACTED] WAS really bad.

STATINTL

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

One day dedicated to briefing techniques and applications would have been sufficient.

STATINTL

STATINTL

[REDACTED] a contractor, conducts an "Industrial Writing Workshop" in [REDACTED]. Those of us who have taken his course feel it is excellent. Perhaps you would like to investigate possibility of him presenting an encapsulated version of his top classes.

Intelligence Process Course -- Evaluation Form

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(Optional) STATINTL

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Slight

Highly Satisfactory

1	2	3	4	5	6	7
			✓			

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

STATINTL

[redacted] presentation was quite interesting. [redacted] was informative & I liked [redacted] informal technique. STATINTL

3. Identify the least effective presentations, visits or exercises and explain why.

→ If we were to write in a certain context, then we ought to be evaluated in the same vein (OCI)
The two gentlemen from the NIE¹⁰ component seemed ill prepared & ambiguous in their talks.
Worst was the Pentagon trip.
If those people aren't going to take our visit seriously and be more open, then I see no purpose in our going there.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Again, the problem arises as to the collective experience of the class. As it stands, its fine for rookies, but for those who've been on board thru IWA, to a lot of repetition. Also, I'd like to see the various concepts streamline their presentations and axe the wiring diagrams & high brow case studies

Intelligence Process Course -- Evaluation Form

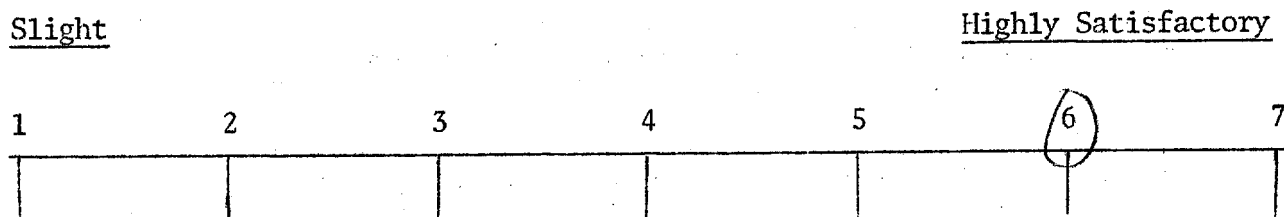
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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

STATINTL 1) [redacted] on SAT - pithy, relevant,
clearly presented

STATINTL 2) [redacted] on Behavioral Analysis -
excellent organization, fascinating topic

3) Panel of DOI editors - very good,
although their criticisms did not
seem coordinated with the purpose
of our exercise

3. Identify the least effective presentations, visits or exercises and explain why.

1) NSA - too compartmented, cryptographic
lecture too long

2) Classification & Compartmentation lecture -
poorly organized, too many acronyms used

3) DIS briefing could be reduced

4) Capital Hill - did not seem
relevant could be shifted to other
environments (C of C, Hqs?)

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

1) Might have expanded writing
exercises - more, better definitions of
purpose

2) Visual playback of first oral
presentation could have been done
earlier

Intelligence Process Course -- Evaluation Form

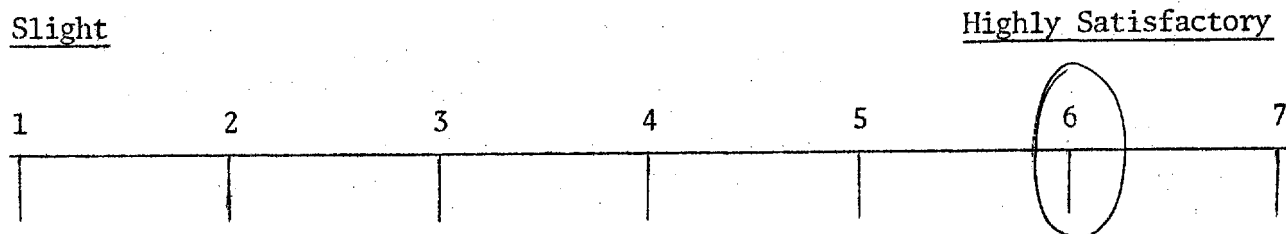
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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

NPIC because I never saw any of the actual materials.

The video (1st briefing) was helpful.

STATINTL

[REDACTED] informative as well as interesting speaker.

3. Identify the least effective presentations, visits or exercises and explain why.

DIS - because they really have little if any relevance to our intelligence work.

NSA - either more time on a specific topic or just 1 day on a very general overview of the NSA.

INR liaison man spent more time backtracking than being informative.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Having one video taped briefing was fine but two was unnecessary. An entire day at DIS was unnecessary. Lack of openness of the CV at the Pentagon NMCC. The editors edited our writing exercise as a newspaper article instead of as an estimate.

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						7

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Intelligence Process Course -- Evaluation Form

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Highly Satisfactory

1	2	3	4	5	6	7



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

Felt all presentations were valuable in accomplishing the 4 objectives. This is the most interesting course I have taken.

3. Identify the least effective presentations, visits or exercises and explain why.

Only nit-picking -- the lecture on Cryptology - could be improved.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

Think some additional time should be given to clandestine collection -

to focus in filling in gaps of intelligence not covered by other means. Also would appreciate lecture by CGAIC to show how collection improved. (CGAS Rep spoke only in compartmentation)

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Intelligence Process Course -- Evaluation Form

Name _____ (Optional)

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

- A --Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- B --Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- C --Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- D --Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory

1 2 3 4 5 6 7

A

B

C

D

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

STATINTL

PRESENTATIONS: [REDACTED] - for individuals w/o exposure to CS I was an excellent overview.

Other than that, and excluding ones mentioned below, I generally found most presentations informative.

If DIS is still around, I think a visit there, rather than DIS would be more appropriate.

In retrospect, I think the visiting & briefing exercises were handled well.

3. Identify the least effective presentations, visits or exercises and explain why.

STATINTL

PRESENTATIONS Multidisciplinary approach - [REDACTED] good topic, poorly prepared.

OSI presentation - too much emphasis on VED.

VISITS - NSA should perhaps select a topic area from to present some idea how they prepare product for analyst use.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

As balance, numerous good & bad points, active & dull moments, I was pleased with course.

I wonder whether a few comments on how analyst product works itself into policy process would be helpful - for that, I would suggest a NSC staffer or State policy planning officers.

Intelligence Process Course -- Evaluation Form

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Name [REDACTED] (Optional) STATINTL

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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

<u>Slight</u>	<u>Highly Satisfactory</u>					
1	2	3	4	5	6	7
<div style="display: flex; justify-content: space-between; border-top: 1px solid black; border-bottom: 1px solid black; height: 20px; margin: 0 10px;"><div></div><div></div><div></div><div></div><div style="text-align: center;">✓</div><div></div><div></div></div>						

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